

Executive Registry
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DDA 78-1280

27 March 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: John F. Blake  
Deputy Director for Administration

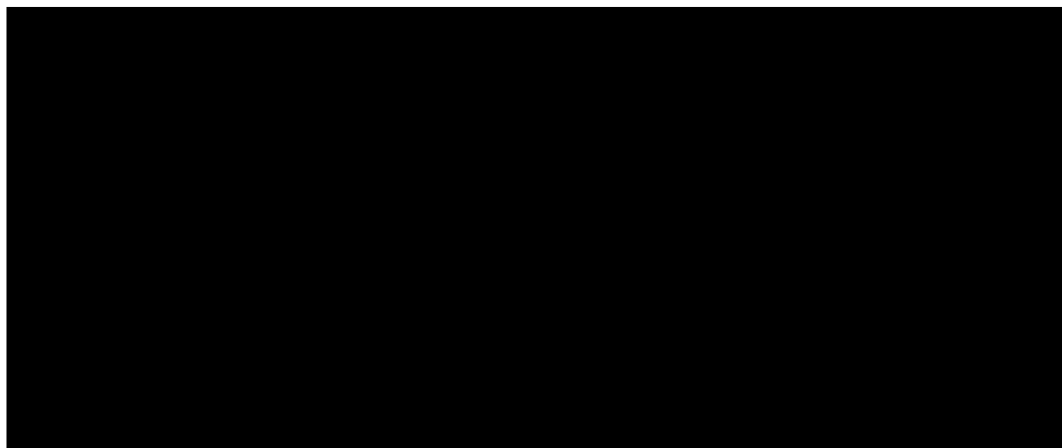
SUBJECT: Coordination Task Force

1. You have asked that I create a study group to review the current procedures used on behalf of yourself and the DCI to ensure that matters coming to your attention for action or disposal are properly coordinated. Several recent incidents of lack of full coordination were the occasion of your request.

2. I am of the opinion that the study can be more quickly and efficiently undertaken by knowledgeable people who have had relevant experience within the Agency and the intelligence community. While there is merit in involving outside consultants, I believe the necessity for them to go through a "learning curve" would unduly delay the desired results. I further suspect that the systems that are in existence today are basically sufficient for the tasks but need some enhancement.

3. The following three individuals, collectively speaking, possess a background which I believe can be profitably brought to bear on the issue. Their names, and a brief amount of identifying data, are:

STATINTL



STATINTL

[REDACTED]

4. I have attached just a few thoughts of my own on this issue. I believe it will be necessary for me to use your name in obtaining the temporary detail of these people. If you approve the approach I outline and the people involved, I will commence implementation upon receipt of your approval.

*John F. Blake*

John F. Blake

Att

APPROVED:

*/s/ Frank C. Carlucci*

28 MAR 1978

Deputy Director of Central Intelligence

Date

DISAPPROVED:

Deputy Director of Central Intelligence

Date

Distribution:

Orig - DDCI (for return to DDA)

1 - ER

1 - DDA Subj

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1 - JFB Chrono

DDA:JFBlake:kmj (27 Mar 78)

COORDINATION AT THE O/DCI LEVEL

--What needs to be coordinated:

1. Paper
  - a. Agency originated paper
  - b. Community originated paper
  - c. Other U.S. Government originated paper
  - d. Non-Governmental external matters
2. Telephonic or oral communications--the same four categories as above exist.

--Coordination, at times, is equally essential on the part of DCI and DDCI who personally receive written or oral communications, as it is also necessary on matters entering elsewhere in the Agency and forwarded up for O/DCI action and/or signature.

--Coordination points now in existence:

1. NFIB Executive Secretary
2. CIA Executive Secretary
3. Staff Officers of DDCI and DCI
4. Executive Officers or Executive Assistants in three Directorates plus NFAC and the independent offices.

--Paper flow today entering the DCI arena:

1. On Agency material the flow is:
  - a. Executive Secretary, to
  - b. Staff Officers of DDCI, to
  - c. Staff Assistants of DCI, to

d. Executive Assistant to DCI, to

e. DCI.

The above describes completed work enroute to DDCI or DCI for signature and/or action. There are variants to the above on community-related paper.

2. There is no perceivable systematic manner in handling incoming oral communications that need to be staffed prior to going to the DCI for action.

Manner of Approach to Study the Problem

--Identify up to three Agency on-duty officers who have successful experience in previous or past experiences in the Agency.

--Acquire examples of ill-coordinated experiences.

--Form a task force.

Ideas for the Task Force

1. Beef up the existing mechanisms.
2. Create new supervisory level over existing mechanisms.
3. Create new mechanisms.

--Procedural matters to be considered.

1. Have central coordination point make more explicit elements to be consulted for coordination. Current system is to assign item out for "action" and give on routing sheet indication of who received for info. This supplemented at times by handwritten coordination instructions.
2. Those who oversee the coordination function should have considerable Agency experience in breadth. They should preferably have attended both the Midcareer Course and the Senior Seminar so that they have a coherent understanding of the organization of both the Agency and the community.

ILLEGIB

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